



CITY OF MANISTEE STRATEGIC PLAN

2017 THROUGH 2018-2019



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We hope that all community interests will review this updated Strategic Plan, offer your suggestions and ideas on how our community can be improved, and unify with us in fulfilling the vision of making Manistee the City that is a safe and positive community to live, work, and play.

Sincerely,

The City of Manistee City Council on February 21, 2017

James Smith, Mayor



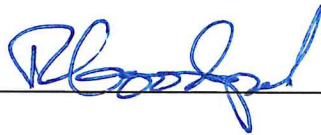
Roger Zielinski, Mayor Pro-Tem



Lynda Beaton, Councilmember



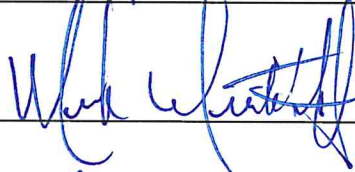
Chip Goodspeed, Councilmember



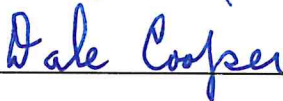
Erin Pontiac, Councilmember



Mark Wittlieff, Councilmember



Dale Cooper, Councilmember



OUR VISION

Our vision reflects how we want the City to be recognized by its residents, businesses and visitors:

"Manistee is a safe and positive community to live, work, and play."

OUR MISSION

Our Strategic Mission defines what we must do to achieve our vision.

"To continue to encourage a rich heritage of successes in industry and business while continuing to enhance our vibrant residential character."

OUR PURPOSE

The purpose of City Council reflects how we will lead to attain the vision and strategic mission:

"To protect the health, safety, and welfare of citizens in order that all may prosper, enjoy, and partake in a vibrant waterfront community that many will be proud to call home."

OUR VALUES

A set of values guide decisions involving governance of the City:

- Fairness
- Transparency
- Integrity, honesty and the highest ethical standards
- Commitment to the community
- Tolerance
- Accessibility and Approachability
- Respect
- Listening
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for People of all Abilities

WHO WE SERVE AND IMPACT

City Council and City government serve and impact a diverse group of individuals, groups, governments and organizations, including:

- City residents
- County Residents
- Youth
- Senior Citizens
- Individuals
- Civic organizations
- City government
- All City Employees
- Businesses and Industry
- The Alliance for Economic Success
- Manufacturer's Council
- The Little River Band of Ottawa Indians
- The Manistee Downtown Development Authority
- Township, State and Federal Governments
- Neighboring Communities
- West Shore Medical Center
- Tourists
- Businesses
- Seasonal Residents
- Schools
- West Shore Community
- Nonprofit organizations
- Manistee Blacker Airport
- Individuals, businesses and groups considering the City of Manistee as a place to live, work, or simply enjoy

ACCOMPLISHMENTS

While a complete listing of the numerous strategic goals achieved and/or incorporated as ongoing functions of City Government may be found in the yearly “City of Manistee Highlights” booklet that is available, examples of work done to implement the Strategic Plan include the following:

- SG#2 SAW Grant funds total \$1,905,000 with a local match of \$147,500 and will cover the preparation of a wastewater asset management plan and a storm water asset management plan. Accomplishments in 2016 include scanning all infrastructure drawings and plans (3,000+ documents); cleaned and televised sewer mains. Lots of data being gathered, will need to look at data storage and applicable programs.
- SG#5 Continued to work cooperatively with MDNR / U.S. Forest Service to protect nesting sites of endangered Piping Plovers north of Fifth Avenue Beach.
- SG#3, #5 Adopted 2016-2021 Park & Recreation Plan through a county-wide recreation planning process. The plan was endorsed by both the Parks Commission and the Planning Commission. A public hearing was held in January.
- Approved the employment of Tyler Leppanen to the position of DDA Director.
- Councilmember Lynda Beaton taking steps to reenergize the volunteer Blossom Boulevard Committee.
- SG#1 Edgewater/River Parc Place II LLC – Special use permit for Planned Unit Development for 18 residential units with two tenant commercial spaces utilizing existing structure at 80 Washington Street.
- SG#1 Rose Pomeroy Locke, 259 Fifth Street – Special use permit for mixed use for greenhouse/nursery/retail business/eating & drinking establishment, and community garden to reopen the former flower shop.
- SG#1 Retirement Living Management of Manistee LLC/Green Acres, 1835 Twelfth Street – Amended existing Planned Unit Development for a Retirement Village from 80 units (four building/20 units each) to 77 units (two buildings/32 units each and cottages – seven buildings/13 units. Construction has begun on the 12 unit expansion on the current building.
- SG#4 Advanced Life Support / Transport continues to be a well-received program and has generated revenues exceeding one million dollars, minus the expenditures that were incurred by the Fire Department to provide this level of service.
- SG#2 Continued Roadsoft and Paser updates in 2016. Worked on prioritized list following the Asset Management Plan guidelines.
- Stillwater Investments PUD for 11 single family residential units with greenspace on the old Old Hotel Chippewa Site.
- \$140,000.00 provided by Reith-Riley to pay 6.03 miles of street pavement on 13 streets.
- City is the 10th community in Michigan to achieve Redevelopment Ready Community Certification
- North Channel Investors processing and manufacturing, eating and drinking establishment with 2nd story living.

ISSUES AND OPPORTUNITIES

In updating their Strategic Plan, Council devoted time to identifying issues and opportunities that should be addressed in the Strategic Plan, including:

ISSUES

- Lack of a sustainable budget.
- Maintaining and improving the sewer system
- Not only the repair and constant maintenance of streets but also the gap differential between State and local funding to “keep pace” with repair and funding of improvements.
- The City owned assets of the Ramsdell Theater and City Marina to become more operationally self-funded.
- Lack of a maintenance plan for assets such as the Ramsdell Theatre and the City Marina.
- Evaluation of assets, like the Ramsdell Theatre and the City Marina, to determine if they truly provide value to the citizens of the City of Manistee
- How to attract people to the City of Manistee to utilize assets
- Understanding the trends in marina use so that decisions may be made to ensure an increasing utilization of the facility
- Continued use and maintenance of property that the City does not own
- Maxed out millage rate leaving the community no room for additional funding for necessary needs
- Lack of succession planning for key departments personnel leaving the City administrative functions vulnerable to the loss of well-trained employees.
- Need to assess health care costs and retirement plans to determine if they are viable, sustainable, and meeting the needs of the employees.
- Deer management process needs evaluation
- Filing the industrial park
- Understanding the issues and problems facing Century Terrace specifically as it relates to the affect the issues and problems have on the senior citizens who live there
- Possibly need a new fire truck
- Lack of an understanding of the housing needs of the community.
- Lack of an understanding of why residents, businesses and industry leave the community.

OPPORTUNITIES:

- Taking advantage of the Redevelopment Ready Communities designation
- Collaboration with surrounding counties.
- Implementation of the Manistee County manufacturing strategy
- Follow up/Implementation of the Ramsdell Study
- Re-marketing of the industrial park properties
- Utilizing the Riverwalk as an economic development catalyst
- Evaluate the way public safety services are delivered
- To restructure the layout of the budget in a manner that is easier to understand
- Taking the time to learn about leading practices of other communities
- Possibly sharing services and strategically partnering in order to get things done

THREE YEAR STRATEGIC GOALS

City Council has six areas of focus for their strategic goals:

1. Economic Development and Jobs
2. City Infrastructure
3. Beaches, Parks and Recreational Areas
4. Financial Stability and Continuous Improvement
5. Intergovernmental Relationships
6. Housing, Homelessness & Senior Citizens

Council uses the following criteria to identify where strategic goals should be modified:

- Are the strategic goals accomplished or still relevant and reflective of strategic priorities?
- Are the strategic goals reflective of true strategic goals or more tactical, day-to-day functions?
- Do the strategic goals reflect evolving needs and priorities of the community?

Following are Council's Strategic goals for this Strategic Plan update.

1. ECONOMIC DEVELOPMENT AND JOBS

GOAL 1.1: MANISTEE COUNTY ECONOMIC DEVELOPMENT STRATEGY

To provide leadership for completing a comprehensive Manistee County Economic Development Strategy, coordinated by the Alliance for Economic Success (AES), that identifies and recognizes the roles and relationships of all entities involved with retaining, expanding and attracting businesses and jobs, including marketing, promotion, and maintaining updated resources for businesses and developers.

STRATEGIES

- 1.1.1 COUNTY STRATEGIC PLAN: Work with the Manistee County Board of Commissioners to integrate the goal of developing a comprehensive Manistee County Economic Development Strategy into their strategic plan.

GOAL 1.2 INDUSTRIAL PARK

To achieve 100 percent occupancy in the industrial park and other industrial properties.

STRATEGIES

- 1.2.1 SET: Support the Stronger Economies Together (SET) process, utilizing the recommendations that are derived from this data driven planning process.
- 1.2.2 MANUFACTURING STRATEGY: Support the Manufacturing Strategy with time, effort and financial support in implementing the recommendations that are developed.
- 1.2.3 ENTER/EXIT SURVEY FOR PERMIT APPLICANTS: Develop an enter/exit survey for all applicants applying for permits from the City to determine areas of excellence and weaknesses to the development review/approval process.
- 1.2.4 "PACKAGING" THE INDUSTRIAL PARK: Work to properly "package" the industrial park in order to attract a targeted audience.
- 1.2.5 SURVEY EXISTING INDUSTRIAL PARK OCCUPANTS: In an effort to retain and help grow existing industrial park businesses, facilitate a discussion with the existing tenants to ask what the City could do, within their limits, to help them be successful.
- 1.2.6 NEW INDUSTRIAL PARK OCCUPANTS: Add a minimum of one industrial park occupant a year.

GOAL 1.3 TRANSPORTATION OF GOODS

To collaborate with the AES and others to ensure that the Manistee harbor, port, channel, rail, and related infrastructure are maintained and developed to enable full and safe commercial navigation and land transportation of goods in order to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

STRATEGIES

- 1.3.1. PORT STRATEGY: Work cooperatively with the AES, and other municipalities around Manistee Lake, to develop a Port Strategy which would map out deep water port assets, including industrial zoned property and assess options for managing these assets and ensuring their accessibility, including researching the creation of the Port Authority.
- 1.3.2 RAIL RELOCATION: Support the idea of relocating the rail system.
- 1.3.3 RAIL INFRASTRUCTURE NEEDS: Assess the infrastructure need and demands of rail infrastructure in order to understand how to maintain a functioning rail system.

GOAL1.4 LINKING TRAINING AND JOBS

To engage the AES and the Chamber of Commerce to continue to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

GOAL1.5 DOWNTOWN REVITALIZATION

To focus on the revitalization of downtown, with a strong desire to have good communication, transparency, and delivery of tools where appropriate to support the Downtown Development Authority, the Chamber, and the Alliance for Economic Success, to achieve an energized, thriving downtown and community.

STRATEGIES

- 1.5.1 SUPPORT OF PLANS/IDEAS: Support plans and new ideas to deliver small businesses and housing services in order to bring people to Manistee's downtown.
- 1.5.2 SUPPORT OF COLLABORATION: Support the coordination of all parties involved in economic development to achieve successes; especially the regulatory entities (Historic District Board, Planning Commission).
- 1.5.3 SUPPORT THE TIF RENEWAL: Support the Tax Increment Financing, or TIF, renewal by working with the DDA to achieve an integrated approach to collectively achieve revitalization.

GOAL 1.6 REDEVELOPMENT READY IMPLEMENTATION

Support the implementation and participation in the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities program.

STRATEGIES

- 1.6.1 IMPLEMENTATION: Implement the Redevelopment Ready Communities opportunities.

2. CITY INFRASTRUCTURE AND FACILITIES

GOAL 2.1 CITY OWNED ASSETS

To evaluate, develop, and oversee an asset management plan for restoration, preservation and maintenance of City owned assets.

STRATEGIES

2.1.1 BUILDING ASSET MANAGEMENT PLAN: Complete a Building Asset Management Plan schedule.

GOAL 2.2 RAMSDELL THEATRE

Ensure the long term operation and sustainability of the Ramsdell Theatre.

STRATEGIES

2.2.1 MANAGEMENT EVALUATION Evaluate the management of the Ramsdell Theatre through the Ramsdell Theatre Board's quarterly reports and presentations to Council indicate that they are financially self-sufficient.

GOAL 2.3 INFRASTRUCTURE DEVELOPMENT/PROPERTY ACQUISITION

To explore and develop public/private partnerships to provide and develop infrastructure and acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.

GOAL 2.4 TECHNOLOGY

To continue to identify, invest and use appropriate technology city-wide to improve the efficiency, effectiveness and competitiveness of City operations and services.

STRATEGIES

2.4.1 ELECTRONIC PAYMENTS: Investigate the incorporation of electronic payments for services where appropriate.

2.4.2 BROADBAND: Continue to support County wide efforts to bring the last mile of broadband to Manistee County while also working to improve high speed internet within the City in order to meet future demand and needs.

GOAL 2.5 ENERGY EFFICIENCIES

To encourage and support the use of energy efficient technologies and construction methods in order to promote conservation and sustainability by example and consider "green" in any decision process.

STRATEGIES

2.5.1 OPPORTUNITY EVALUATION: Continue to evaluate and implement energy efficiencies in order to achieve cost savings at City facilities.

2.5.2 ENERGY EFFICIENCY PLAN EVALUTION: Re-evaluate the City Energy Efficiency Plan to understand what has been accomplished, how effective it has been, and opportunities to do better.

GOAL 2.6 STREETS

To have quality streets that are well maintained by a sustainable funding source.

STRATEGIES

- 2.6.1 **FUNDING:** Develop a long term funding mechanism for the maintenance of streets that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.
- 2.6.2 **EVALUATION:** Update the Pavement Surface Evaluation and Rating (PASER) study.
- 2.6.3 **MAINTENANCE/REPAIR/UPGRADE:** Develop a street maintenance, repair, and upgrade schedule that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.

GOAL 2.7 SAFETY AT PUBLIC FACILITIES

Ensure that our public buildings are secure and safe.

STRATEGIES

- 2.7.1 **PROTOCOLS:** Evaluate the current safety protocols.
- 2.7.2 **POLICIES/PROCEDURES:** Assess City safety policies and procedures.
- 2.7.3 **LEADING PRACTICES:** Assess techniques and leading practice in safety measures for public facilities.

3. CITY BEACHES, PARKS AND RECREATION AREAS

GOAL 3.1 CLEANLINESS AND UNIVERSAL ACCESSIBILITY

To have the cleanest Lake Michigan public beaches and parks in Michigan with universal access to all people of all abilities.

STRATEGIES

- 3.1.2 **PARKS MAINTENANCE MANAGEMENT PLAN:** Develop a Parks Maintenance Management Plan which prioritizes parks and boat launches based on usage and seasonality, including a cost analysis for maintenance options in-house versus out sourced.
- 3.1.3 **ENFORCEMENT/SAFETY:** Maintain signage and foot patrols to ensure compliance and enforcement with laws and ordinances governing City beaches and provide necessary safety devices on both Lake Michigan beaches which may include the use of cameras.

GOAL 3.2 BOATING FACILITIES

To have the best boating facilities on Lake Michigan's shoreline.

STRATEGIES

3.2.1 BOAT LAUNCHES: Develop a maintenance plan for ensuring that the boat launches are maintained.

3.2.2 EXPLORE THE SHORES: Work cooperatively with the Explore the Shores county-wide initiative.

3.2.3 FEE BASED BOATING PROGRAM: Evaluate our fee based boating programs in order to understand how to make them more effective.

GOAL 3.3 PARK FACILITIES AND AMENITIES

To have the best facilities and amenities at our parks.

STRATEGIES

3.3.1 BUDGETED PRIORITIZATION: Develop and implement a Parks Asset Management Plan, as well as utilizing the City Capital Improvement Plan, to prioritize needs and recommendations for the annual budget for upgrades for parks.

3.3.2 TENNIS COURTS: Explore opportunities to upgrade the tennis courts at Sands Park.

3.3.3 BEACH PARKING LOTS: As part of the Capital Improvement Planning process, evaluate the beach parks parking lots to understand the needs for improvements.

3.3.4 FOOD SERVICE: Ensure that the City has a reliable vendor for food service for both 1st Street and 5th Avenue beaches.

GOAL 3.4 CITY RECREATION PLAN

Support the implementation of the City Recreation Plan.

3.4.1. CITY PARKS COMMISSION: Continue to support the City Parks Commission in their efforts to implement the City Recreation Plan based on using public and private partnerships to establish amenities and attractions that enhance recreational opportunities on beaches, parks, recreation areas.

3.4.2 REVIEW AND UPDATE: Support the City Parks Commissions role, including their partnership with the County Planning Department, in their efforts to continuously review and update the Recreation Plan in order to meet the needs of the Community.

GOAL 3.5 LEVERAGING BEACH FACILITIES FOR COMMUNITY EVENTS

Encourage and leverage the use of the City beach and its' associated facilities for community wide events in order to create a energized atmosphere at the beaches.

3.5.1. EVENT IDEAS: Pursue, either City organized or in partnership with community wide groups, the organization of events such as a catamaran regatta, concerts, paddle board races, food trucks, kite flying contests, volleyball games, etc.

4. FINANCIAL STABILITY AND CONTINUOUS IMPROVEMENT

GOAL 4.1 FINANCIAL STABILITY

Continue to seek ways to achieve long term financial stability.

STRATEGIES

- 4.1.1 FORECASTING: Request that each City department forecast financial needs to develop a conceptual 3 year outgoing budget to aide in the forecasting our future financial outlook.
- 4.1.2 OIL AND GAS REVENUE: Keep a watchful eye, in partnership with the Oil and Gas Board, on the ever-changing fiscal climate of the oil and gas leases.
- 4.1.3 BUDGET STRUCTURE: Explore and evaluate the way in which the budget is structured and formatted to ensure that it is easily understandable and effective in communicating the City's financial story.

GOAL 4.2 SERVICE EFFICACY

To have an ongoing process to assess and ensure the efficiency and effectiveness of City services, programs and operations, including review of best practices from other communities and the assessment and expansion, if needed, of the City's "City, Village and Township Revenue Sharing (CVPRS) "dashboard" as a tool for measuring meaningful progress.

- 4.2.1 BENEFITS: Evaluate all City related benefits to understand if they are sustainable and competitive.

5. INTERGOVERNMENTAL RELATIONSHIPS

GOAL 5.1 COLLABORATION

To collaborate with other units of government in order to seek commonalities and ways to solve problems by working together.

STRATEGIES

- 5.1.1 INTERGOVERNMENTAL RELATIONSHIPS: Explore and carry out collaborative meetings with our neighboring counties and cities in order to build relationships.
- 5.1.2 SERVICE SHARING: Continue to explore intergovernmental service sharing opportunities.
- 5.1.3 COUNTY WIDE DISCUSSIONS: Ask AES to facilitate a county wide discussion about common community goals and to seek ways to achieve successes.
- 5.1.4 REACHING OUT: City Council members will engage in a grass roots effort to reach out to form relationships with members of other communities.

6. HOUSING, HOMELESSNESS AND SENIOR CITIZENS

GOAL 6.1 HOUSING

To have a wide variety of housing choices for all members of our community located in quality and safe neighborhoods, apartments, and condominium complexes.

STRATEGIES

- 6.1.1 MANISTEE HOUSING COMMISSION: To work cooperatively with the Manistee Housing Commission supporting their efforts to address low to moderate housing needs, homelessness as well as other projects to assist them in providing needed services for City and area residents.
- 6.1.2 HOUSING STRATEGY: Support the development of a data driven housing strategy for both Manistee County and the City of Manistee.
- 6.1.3 HOMELESSNESS: Continue to support County wide efforts to address homelessness.
- 6.1.4 CENTURY TERRACE: Actively work with the Century Terrace community, which includes residents and management, to understand the issues facing the community and determine what actions may be taken to address them.

GOAL 6.2 BLIGHT

Eliminate blight so that our community is the type of place people want to live, work, or play.

STRATEGIES

- 6.2.1 ORDINANCE ENFORCEMENT: Work cooperatively with the City police, Blight Officer, City Attorney and other code enforcement departments to proactively identify and address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards.

For More Information about the City of Manistee, go to www.manisteemi.gov

The update of the Strategic Plan was facilitated with the assistance of the Alliance for Economic Success, a 501 (c) (3) organization that has the primary role for economic development of Manistee County.

